

COMMITTEE ON BUDGET AND INTERDEPARTMENTAL RELATIONS

ANNUAL REPORT 2023–24

November 20, 2025

The Committee on Budget and Interdepartmental Relations—commonly known as the Budget Committee (BC), is a committee of the Berkeley Division of the University of California Academic Senate. It is made up of nine senior-level faculty members, representing different academic disciplines and scholarly cultures.

The BC functions as a high-level academic-personnel committee for the Berkeley campus. Contrary to what its official name implies, the BC does not in fact deal with campus budget matters; instead, it addresses a wide range of issues relating to Berkeley faculty, taking into account recommendations from Chairs and Deans, and then making recommendations of its own to the Berkeley Administration. There are five main issue areas that fall within the purview of the BC and upon which it deliberates and makes recommendations to the Administration: (1) appointment, tenure, promotion, and merit review cases of the Berkeley faculty; (2) allocation of FTE positions to departments and other academic units; (3) participation in the review of units and programs, as well as analysis and comment concerning their creation, elimination, renaming, and reorganization; (4) recommendations concerning search committees for Deans and other high-level administrative positions; and (5) issues concerning general policies and practices, including system-wide policies that affect Berkeley faculty and the allocation of FTE positions.

The BC meets throughout the calendar year, including the summer, the only exceptions being the two-week winter curtailment and the week of July 4th. Meetings, which are generally three hours in length, take place once a week in the fall (July through December) and twice a week in the spring (January through June).

The following report describes the activities of the BC during the period from July 1, 2023, through June 30, 2024. It should be noted that, although reports from the BC typically describe trends over a multi-year period, and note respects in which the BC's circumstances and activities have diverged from those of earlier years, our present ability to do so is limited by the fact that the practice of writing reports fell into abeyance for an extended period, with a gap starting in the 2017–18 academic year (AY), and ending in 2022–23 when BC reports resumed.

1. Personnel Reviews

1.1 Overview

Below is an overview of the cases processed in 2023–24:

Total Cases Received in 2022–23 and Carried Forward to 2023–24	30
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Total Ladder Rank Cases Transferred to APO in 2023–24	844
Total Non–Ladder Rank Cases Transferred to APO in 2023–24	105
Total Cases Transferred to APO in 2023–24	949

The total number of cases transferred to the Academic Personnel Office (APO) by the BC in 2023–24 (N=949)—was higher than the previous three years: 2020–21 (N=916); 2021–22 (N=854); 2022–23 (N=933). It was also the highest for which we have records, that is, for the last 10 years, during which time the total number of cases transferred to APO by the BC ranged from 808, in 2014–15, to 926, in 2017–18.

A breakdown of the 949 cases transferred to APO in 2023–24 appears below:

CASE TYPE	TOTAL (%)
Threshold Cases	
Appointment	161 (17)
Mid-Career	34 (4)
Tenure	37 (4)
Promotion	55 (6)
Step VI	27 (3)
Above Scale	21 (2)
Non-Threshold Cases	
Merit	366 (39)
Five-Year Review	20 (2)
FTE Transfer	22 (2)
Retention	36 (4)
Endowed Chair	128 (13)
Unit 18 Lecturer Cases	
Excellence Review for Continuing Appointment	42 (4)
Grand Total	949

The BC also received requests for reconsideration of cases, mostly from Chairs and Deans (and occasionally from candidates), but some from the Vice Provost of the Faculty (VPF). In 2023–24 the number of reconsideration requests from all sources was 40, substantially lower than prior years: 2022–23 (N=90); 2021–22 (N=61); and 2020–21 (N=85).

In 2020–21, the BC and Administration agreed that Campus Ad Hoc Review Committees (CAHRCs) should no longer be required for those cases in which reviewers at all previous levels agree on a positive recommendation and where BC members, in their preliminary review of the case materials, do not see anything that raises concerns. This decision has led to a steady decrease in the number of CAHRCs appointed: 30 in 2020–21; 4 in 2021–22, 5 in 2022–23 and 3 in 2023–24. (For comparison, 72 CAHRCs were appointed in 2016–17 and 111 in 2017–18). We

continue to think it is important that each case be reviewed with a determination about whether a CAHRC should be appointed, but that it is best to reserve CAHRCs for cases where they can add significant value to the review.

Finally, previous BC reports document the proportion of electronic cases (those on APBears) versus “hard copy” cases (provided as PDFs); however, so-called “hard copy” cases constituted a small portion of total cases transferred to APO in 2023–24 (N=29) and are likely to diminish further as more case types are added to AP Bears.

1.2 Timeliness

As noted in section 1.1 above, the number of cases transferred to APO by the BC during 2023–24 was the highest for which we have records (N=949). The average time elapsed between the BC’s receipt of a case and its transfer to APO in 2023–24 was 31 days, as compared to 26 days in 2022–23, 39 days in 2021–22 and 21 days in 2020–21. The BC has a long-standing commitment to transfer all cases with an on-time tag to APO by May 31 so that decisions can be communicated to candidates by June 30. All on-time 2023–24 cases were transferred to APO by the May 31 deadline, compared to 13 cases in 2022-23 and 32 cases in 2021–22 that missed the May 31 deadline (the only years on record that this deadline was missed).

We note that of the 987 cases received by the BC in 2023–24, nearly 25% (N=249) were received from units *after* their July 1, 2023, effective dates; a subset of these (N=33) were received *over one year after* their effective dates.

To enable Deans and Chairs to expedite their case preparation, the BC worked with the VPF in 2022–23 to design forms for use in non-threshold cases with abbreviated and focused qualitative assessments and check lists, rather requiring traditional evaluation letters. These forms were widely used in 2023–24 and enabled unit heads to provide more focused and concise case assessments. During 2023–24, the BC worked with the VPF and APO to develop similar forms for non-threshold cases in the Teaching Professor series (Lecturers with Security of Employment [LSOEs]).

1.3 Process Innovations

In 2023–24, the BC chair, along with OFEW participated in workshops led by the VPF to orient assistant professors about the procedures and timeline for midcareer and tenure reviews. These workshops were aimed at demystifying the review process. Similarly, the BC chair participated in workshops for Deans and Chairs sponsored by the VPF and OFEW on case preparation and the process for FTE requests.

The BC Chair also worked with the VPF to streamline certain elements of write-ups of case assessments and recommendations by BC members to further expedite our reviews and avoid repeating information already contained in the case materials from Chairs and Deans

2. FTE Allocations and Process

2.1 Overview

The campus initially authorized 68.50 state-funded FTE for target year (TY) 2025–26; this number includes both on-cycle and off-cycle FTE allocations recommended by the BC in 2023–24. This number is similar to the 66.00 state-funded FTE allocated for TY 2024–25, slightly below the previous year's figure of 73.33 and a significant increase over the TY 2022–23 figure of 50.33. In academic year (AY) 2023–24, units across campus requested a total of 107.17 state-funded FTE for TY 2024–25 in the regular FTE request cycle and were granted a total of 18.50 off-cycle requests which needed to be weighed against the TY 2025–26 on-cycle requests. In addition, the BC “activated” several previously approved FTE for the cluster hire in AI, Inequality, and Society (N=5.00 FTE) and authorized the new cluster in Asian American and Pacific Islander Transpacific Futures (N=3.67 FTE)

In its deliberations about FTE allocations for TY 2025–26, the BC proceeded, following its usual practice, in several stages. First, pre-committed FTE were identified: these included FTE “borrowed” against TY 2025–26 to support additional hires made in TY 2024–25 (for example, so-called “two-fer” and “three-fer” hires where a unit with one approved search identified more than one excellent candidate, or where a unit offers a position to a candidate's partner from its own or another department). The remaining FTE were then allocated to decanal units (or to a cluster of similar decanal units, in cases where the units were comparatively small) roughly pro-rated according to size, with a reserve of roughly 5.00 FTE retained to allow a flexible response to changing circumstances and urgent needs. Within each decanal unit or cluster of units, FTE were allocated according to the strength of each department’s request. After that, the reserve FTE were allocated to individual departments based on needs identified in the first phase, regardless of decanal unit.

This process enables the BC to strike a reasonable balance between the need to maintain Berkeley’s comprehensive academic strength across a wide range of disciplines and the importance of responding to new emerging academic challenges and opportunities.

2.2 Process Innovations

In 2021–22, the BC developed a new template for its own narratives to provide the Administration more consistent, concise, and structured analyses and recommendations in response to each department’s FTE request. The BC continues to use this template, which has helped expedite the FTE process.

2.3 Off-cycle requests in AY 2023–24

The BC's task in making recommendations for on-cycle FTE allocations must account for year-round off-cycle FTE allocations. Indeed, for budgeting purposes, the Administration’s policy requires that off-cycle appointments for a given target year be charged against the next year's FTE allocation at a higher rate than a simple one-for-one exchange. For example, if the BC recommends an off-cycle position for a unit, that could count against up to 2.5 FTE for the TY

2025–26. The rationale for this off-cycle multiplier policy is that the probability of an off-cycle recruitment succeeding is typically higher than that of an on-cycle search in its first year, so that granting an off-cycle FTE request (which tend to focus on specific candidates) is likely to end up “costing” the campus more in FTE in the target year than simply granting a regular on-cycle search. In practice and depending on the circumstances of an off-cycle request, the Administration may be willing to reduce the off-cycle FTE multiplier to 1.5 and, in a very few cases, particularly for units with higher turnover and workload, to 1.0 basis.

To be clear, this off-cycle multiplier is applied to the campus-wide pool of FTE for a particular target year, not to specific units that request off-cycle FTE. Thus, for an off-cycle FTE request that would be charged a multiplier of for example 1.5 against the TY 2025–26 allocation, the BC needs to determine: 1) whether the needs of the unit warrant recommending in favor of the off-cycle FTE request in place of a regular search for TY 2025–26; and 2) whether the case for the off-cycle FTE request is sufficiently compelling to justify reducing the overall TY 2025–26 FTE allocation by 0.5. The situation is often further complicated by the often-unpredictable timing of these off-cycle requests and the difficulty of coordinating our consideration of them with our consideration of the on-cycle FTE requests. Because the FTE allocation for TY 2025–26 was relatively high, we were able to accommodate several compelling off-cycle requests while still recommending the authorization of a considerable proportion of the on-cycle requests.

3. Policy and other memoranda

One of the roles of the BC is to provide advice about matters of policy pertaining to academic personnel on the Berkeley campus and systemwide. In connection with this role, the BC in 2023–24 prepared written memoranda for the Berkeley Division of the Academic Senate and for the VPF on a variety of policy matters.

Some of these memoranda concerned systemwide policies. For example the BC provided comments related to proposed revisions to the Academic Personnel Manual (APM) 016—Faculty Conduct and the Administration of Discipline, which address the handling of simultaneous academic misconduct investigations and personnel actions; the renaming of the Lecturer with Security of Employment (LSOE) series to “Professor of Teaching” series, including the title and ranks of the series (i.e., Assistant Professor of Teaching, Associate Professor of Teaching, and Professor of Teaching); and proposed revisions to Systemwide Senate Bylaw 55 that would uniformly extend full departmental voting privileges to Teaching Professors for cases of Professors, Professors in Residence, and Clinical Professors, in accordance with the same rank-eligibility guidelines accorded to the Professor series. At the campus level, the BC provided comments on key issues the Administration should consider in its implementation of the system-wide Negotiated Salary Trial Program (NSTP), the design of the Targeted Off-scale Program (TOP) for assistant professors, and a pilot program to require attestation, disclosure, and reference checking regarding prior misconduct for Senate faculty hiring at Berkeley. The BC also provided extensive comments and recommendations regarding the proposal for the formation of a new Department of Neuroscience (which officially launched on July 1, 2024), the designation of the Center for Jewish Studies as a New Interdisciplinary

Center, the proposal for a new Department of Political Economy, and authorization of a cluster hire in Asian American and Pacific Islander Transpacific Futures.

Finally, the BC provided recommendations for the formation of decanal search committees for the School of Social Welfare and Haas School of Business, as well as comments on several decanal reviews. These memoranda were in addition to the memoranda we prepared in connection with reviews of units and programs.

4. BC functioning

To address BC recruitment challenges and inequities in summer-salary compensation among BC members who represent different disciplines with widely divergent salary scales, the BC worked with the VPF to pilot an annual stipend program that is progressively adjusted by income. This pilot took effect starting July 1, 2024. In addition, the VPF and BC agreed to implement a one-week summer break from BC meetings during the week of July 4, effective July 1, 2024. As always, the BC stands ready to convene emergency meetings when needed (e.g., to respond to fast-moving retention cases) during winter curtailment or during the newly implemented summer-break week.

5. Unresolved Issues

In the interests of continuity, and following the practice of previous BC annual reports, we mention here some issues that were discussed by the 2023–24 BC but which remain unresolved.

5.1 Salary and other inequities across campus

An ongoing source of concern for the BC are perennial inequities across different areas of campus, notably regarding salary and workload—for example, different teaching loads in different units. We anticipate that implementation of the Negotiated Salary Program at Berkeley, will increase salary inequities even more. We acknowledge that market differences among disciplines pose significant challenges to avoid salary inequities, but we think that it is important for the campus to continually work to mitigate, where possible these salary and workload disparities to avoid the erosion of morale among those faculty who are disproportionately affected.

5.2. Reviewing faculty in the LSOE series (Teaching Professors)

Recent changes in the systemwide criteria for advancement for LSOE faculty (Teaching Professors) have led to some confusion about how the accomplishments of faculty in this series are to be assessed. Because, as their title suggests, the primary importance of Teaching Professors to campus lies in their service to the campus's pedagogical mission, it seems reasonable to award merit increases to Teaching Professors who have been excellent teachers and who have advanced pedagogy in their units, even if these faculty have not contributed to research (including pedagogical research). But this now appears to be precluded by the current criteria, which require research or creative/professional activity as well as pedagogical excellence and service contributions. These criteria are also at odds with our long-standing practice of offering faculty in the regular professorial series the option, if they have not been

active in research, of moving to the LSOE series so that their contributions can be better recognized. We appreciate the VPF and APO's efforts to clarify how review criteria will be implemented for Teaching Professors, in particular, with the development of new forms for non-threshold cases. Further deliberations will likely be needed to clarify the implementation of criteria for advancement and other threshold cases in the Teaching Professor series.

6. BC Staff

The BC is heavily dependent on its outstanding and dedicated staff, who train new members each AY and ensure that we stay on top of our workloads and move cases forward as expeditiously as possible. With only 9 members, the BC reviews over 900 academic personnel cases per year, makes recommendations on FTE allocations, and provides input on critical policy matters at the campus and systemwide levels. Compared to our counterpart committees at other UC campuses, the BC plays a significant role in faculty governance related to academic-personnel reviews and FTE allocations through its recommendations to and engagement with the campus Administration. At the same time, the BC's membership is the smallest and its workload significantly the largest compared to its counterparts at the other UC campuses. Therefore, the BC simply could not accomplish all that it does, without the support of such a stellar staff team. Will Lynch, the BC Manager, joined the BC staff in June 2016, and became the unit manager in May 2018. Courtney MacIntyre, senior Academic HR Analyst, joined the staff in August 2018, and Lanayah Mitchell, Academic HR Analyst, joined in January 2019. The BC has greatly benefitted from the continuity in our staff over the last several years; they have provided the BC with critical historical knowledge and cogent analysis regarding matters of academic-personnel policy and precedent, and they meticulously review, edit, and correct all documents that leave the BC. They function as the committee's institutional memory, ensuring continuity in the committee's activities from year-to-year. We are deeply grateful to the BC staff for their outstanding work and commitment to the BC's mission, which has been an essential element of faculty governance at Berkeley.

Respectfully submitted,

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